MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

DBS5614 – MANAGEMENT

(All sections/Groups)

3 JULY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages.
2. Attempt **ALL** questions. The distribution of marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

QUESTION 1

(a) Define the term Human Resource Planning (HRP). (3 marks)

(b) List the **TWO (2)** steps in HRP. (2 marks)

> ***Scenario 1***
>
> The Human Resource (HR) department at ABC Corporation is currently conducting an assessment of its job analysis, job description, and job specification process. The company has been experiencing high employee turnover rates, and HR believes that part of the problem may be related to poor job analysis and inadequate job descriptions and specifications.
>
> To gather input from employees, HR is conducting surveys and focus groups to better understand how employees perceive their job duties, responsibilities, and qualifications. HR is also consulting the managers to ensure that their inputs are incorporated into the job analysis, description, and specification process.

(c) Based on ***Scenario 1*** above, answer the following questions:

(i) Why is the HR department at ABC Corporation currently conducting an assessment of its job analysis, job description, and job specification process? (3 marks)

(ii) How is HR gathering inputs from employees? (2 marks)

(iii) In your opinion, what does HR hope to achieve by improving their job analysis, job description, and job specification processes? (2 marks)

(d) State **FOUR (4)** decruitment options that organisations can consider in managing downsizing. (4 marks)

(e) List any of the **FOUR (4)** factors that influence the compensation and benefit packages that employees receive. (4 marks)

(Total: 20 marks)

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QUESTION 2

Scenario 2

John is the manager of the IT department at a medium-sized company. The company has recently undergone a merger with a larger organisation, which has resulted in significant changes to the company's structure, processes, and technology. John is tasked with managing the change process within his department and ensuring that his team adapts to the new environment.

John is also working with his team to identify any training or development needs that they may have to adapt to the new systems and processes. He is providing training sessions and resources to help his team members build the skills and knowledge they need to be successful in the new environment.

John is also working closely with other managers and departments within the company to ensure that the changes are being implemented smoothly and that there is alignment across the organisation. He is sharing information and resources with his colleagues to ensure that everyone is working towards the same goals and objectives. Through these efforts, John is successfully managing the change process within his department and ensuring that his team is able to adapt to the new environment.

(a) Based on ***Scenario 2*** above, answer the following questions:

(i) What is the main change that John's company is undergoing, and what is his role in managing the change? (2 marks)

(ii) How is John working with other managers and departments within the company to ensure that the changes are being implemented smoothly? (4 marks)

(iii) Why is it important for John to involve his team in the change process? (2 marks)

(b) Explain the **FOUR (4)** types of change. (8 marks)

(c) Differentiate between *creativity* and *innovation*. (4 marks)

(Total: 20 marks)

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QUESTION 3

> ***Scenario 3***
>
> Karen is a sales manager at a retail company. She notices that her team is feeling demotivated and unproductive. Karen realises that the team has been working on the same projects for a long time without any new challenges or goals to strive for. She decides to hold a team meeting to address this issue and to find ways to motivate her team.

(a) Based on ***Scenario 3*** above, answer the following questions:

(i) What problem did Karen notice in her team? (2 marks)

(ii) Explain **THREE (3)** motivational elements that Karen might use to motivate her staff. (6 marks)

(b) State and describe any **FOUR (4)** strategies that managers can use to design jobs that reflect the demands of a changing environment. (8 marks)

(c) List **FOUR (4)** methods for motivating professionals. (4 marks)

(Total: 20 marks)

QUESTION 4

(a) Explain any **FIVE (5)** traits associated with leadership. (10 marks)

(b) Choose and describe any **THREE (3)** leadership behaviours. (6 marks)

(c) State and explain any **TWO (2)** behavioural dimensions of leadership based on the Ohio States Study. (4 marks)

(Total: 20 marks)

QUESTION 5

(a) Explain the **FOUR (4)** functions of communication. (8 marks)

(b) Describe any **THREE (3)** barriers to effective communication. (6 marks)

(c) State the **SIX (6)** elements involved in communication process. (6 marks)

(Total: 20 marks)

End of Paper